

# TRAINING NOTES



## A Guide For The Light Infantry Company XO

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Few positions are more demanding for an infantry lieutenant than that of company executive officer (XO). The XO is responsible for a wide range of duties, from company maintenance officer and logistical coordinator to tactician and second-in-command.

Previous *INFANTRY* articles have described the company XO's duties, but most of these have detailed the company commander's expectations of the XO and his designated duties. My intention in this article is to offer a list of duties for a light infantry company XO (as shown in Table 1), and then to describe specific techniques and methods for accomplishing those duties.

The foundation for a good company XO is a high standard of personal ethics and professionalism. In addition to the leadership qualities outlined in Field Manual (FM) 22-100, *Leadership*, the XO also needs certain other abilities and traits:

- The XO must be able to lead others in the company's logistical areas of maintenance, repair, resupply, and administration. And as the second highest-ranking leader in the company, he must be able to assume command at any time without a moment's loss of combat

effectiveness.

- He must be able to look ahead to determine requirements and then take the initiative and act within the scope of the commander's intent.

- He must be able to organize, set priorities, and work within the established priorities. He is responsible for compiling all the input from the commander, the first sergeant, the battalion XO, and the battalion S-3, posting requirements and determining the priority of all taskings according to the commander's intent.

- He must be able to advise the commander in tactical operations and assist him during troop-leading procedures—specifically, in the estimate process, where he can present a specific course of action or help the company commander develop specific courses of action and then wargame them.

- He must be able to advise the rifle platoon leaders on tactics, standing operating procedures (SOPs) and myriad other tactical operations. To do this, he needs an in-depth knowledge of the Army's basic tactical infantry doctrine, ARTEP and FM 7-8, *The Infantry Rifle Platoon and Squad*, and ARTEP and FM 7-10, *The Infantry Rifle Company*; an elementary knowledge of ARTEP and

FM 7-20, *The Infantry Rifle Battalion*; and an understanding of the essential elements of FM 100-5, *Operations*, FM 25-100, *Training the Force*, and FM 25-101, *Battle Focused Training*, are also vital to the XO in coordinating, planning, and logistically supporting training.

- He also needs a knowledge of Army systems. This knowledge extends from The Army Maintenance Management System (TAMMS) to Personnel Action Center (PAC) operations; from strategic deployment to the point of contact for reporting a leaky faucet. Most XOs learn the details of these systems through on-the-job training, but a long, detailed transition, a strong continuity file, and communications with other XOs can ease the pain of learning them.

- Finally, the XO needs a confident, positive attitude to help him face the many frustrations of his job—lost work orders at support maintenance; fund shortages for Class II, IX, and supply center items; and the assumption that—regardless of these problems—he will accomplish the mission.

### The Headquarters Platoon

The XO leads the headquarters platoon. Its mission is to provide adminis-

trative, NBC, communication, logistical, arms room, and indirect fire support to the company in support of garrison and tactical operations. To accomplish this mission, the XO must have a fully capable and industrious headquarters platoon.

Unfortunately, under the current company headquarters MTOE (modified tables of organization and equipment), as shown in Table 2, the communication-sergeant, NBC sergeant, supply sergeant, and supply assistant must be responsible for the logistical support of the

#### COMPANY XO'S DUTIES

- Second-in-command.
- Mentor, trainer, and adviser to rifle platoon leaders.
- Company maintenance officer (responsible for monitoring and completing DA Form 2406, Material Conditions Status Report, and DA Form 3266-1, Army Missile Material Readiness Report).
- Request and monitor expenditure of Class I, II, III, IV, IX, and Self Service Supply Center (SSSC) items.
- Unit movement officer (UMO).
- Company awards officer.
- Unit fund officer.
- Unit supply officer.
- Company logistics coordinator (responsible for determining requirements from the training calendars; ordering Class I and MILES supplies; and requesting Army aviation, training areas, Class V, medical support, transportation, and TSC items).
- Responsible for tracking and meeting equipment taskings.
- Training and employing company trains in a tactical environment.
- Pickup zone (PZ) control officer and OIC of company sling-load operations.
- Headquarters platoon leader responsible for the health, morale, welfare, and administrative and tactical training of the platoon. Responsible for training and rating the 60mm mortar section leader, communications NCO, supply sergeant, NBC NCO, training NCO, and armorer.
- OIC of all company internal command inspection program (CIP) evaluations.
- Responsible for writing, revising, and enforcing SOPs on maintenance operations, company trains tactical operations, administrative procedures, company tactical logistical operations, air assault operations (PZ procedures, air mission brief (AMB) formats, and medical evacuation (MEDEVAC)).
- Responsible for writing paragraphs IV, V, VI (Safety) of the company operations order, and the AMB for tactical operations.

Table 1

headquarters. Clearly, it is impossible for four men to resupply a company team of 140 soldiers in the field and to administer the same number in garrison. Presently, soldiers within the three rifle platoons are often diverted from their duties to augment the headquarters platoon in the areas of training, supply, communications, and arms room. I believe the MTOE should be changed, instead, to increase the size of the platoon as shown in Table 3.

In leading the headquarters platoon, the XO must inspire the soldiers to work diligently, and must also develop and motivate them to adopt the same qualities that make a good XO—initiative, organization, selfless service, knowledge of Army systems, and an aggressive, “can-do” attitude toward logistical support. The soldiers and NCOs of the headquarters platoon must be capable of acting independently. And to lead the platoon effectively, the company XO must understand the duties and responsibilities of each NCO.

#### Maintenance

A good company maintenance program is where the XO makes his mark, and the foundation of such a program is an excellent and workable maintenance SOP. The SOP should contain the following items:

- The responsibilities of leaders, from commander to team leader.

- The responsibilities of the communications, NBC, supply, and arms room sections in assisting with company maintenance and conducting their own.

- A maintenance schedule.

- Materiel readiness reporting procedures.

- Requisition procedures and repair parts ordering.

- Three-to-four-day field recovery SOP.

- Vehicle maintenance procedures.

- Sample DA Form 2404, *Equipment Inspection and Maintenance Worksheet*, on selected pieces of equipment so that leaders know how to complete the form properly.

- A monthly schedule of maintenance days to ensure that each piece of company equipment is maintained monthly.

- A standing operating procedure (SOP) for leaders to check the quality of maintenance activities.

This SOP may also include other information, policies, and procedures, so long as it remains simple and understandable, allows leaders to check maintenance standards, and ensures that all company equipment is maintained.

TAMMS. A knowledge of TAMMS is crucial for the XO. At first, the maintenance system is difficult to understand.

#### HEADQUARTERS PLATOON UNDER CURRENT MTOE

Company Commander  
First Sergeant  
NBC Sergeant  
Supply Assistant/Armorer 2  
Mortar Section Leader  
2 60mm Gunners

Company XO  
Communications Sergeant  
Supply Sergeant  
Radiotelephone Operators  
Mortar Squad Leader  
2 Assistant Gunners

Table 2

#### SUGGESTED MODIFICATIONS TO CURRENT MTOE

Company Commander  
First Sergeant  
Supply Sergeant  
2 Armorer  
Radiotelephone Operator/  
Training Clerk  
Mortar Section Leader  
2 60mm Gunners

Company XO  
NBC Sergeant  
2 Supply Assistants/Drivers  
Training NCO  
Radiotelephone Operator/  
Communications Assistant  
Mortar Squad Leader  
2 Assistant Gunners

Table 3

## TRAINING NOTES

The person best able to explain how the XO interacts within the battalion maintenance system to fix equipment is the battalion maintenance technician (BMT). Before speaking with the BMT, however, the XO should obtain and read the current battalion maintenance SOP and then make a list of questions to ask him. This list may include the following:

- How does the parts ordering system work?
- How often are Document Control Registers (DCRs) printed?
- What do the rejection codes on the DCR mean?
- How does the Prescribed Load List (PLL) work?
- How can a part be added to the PLL?
- Who is authorized to pick up parts, and where are they picked up?
- What are the vehicle dispatch procedures?
- How does the Unit Level Logistics System (ULLS) operate?
- What is expected of vehicle operators when working with mechanics?
- When are company vehicles scheduled for their next quarterly services?
- How do I open and close job orders?
- What is the standard of cleanliness for vehicles in the motor pool?
- Who is the shop officer at our support maintenance section?

These are just a few of the questions the XO will eventually have for the BMT. The point is to develop a good working relationship with him to ensure the best possible maintenance support. The XO and the BMT should talk daily, face to face if possible, to find out what is important for that day's maintenance.

**Support Maintenance.** The first step to understanding company maintenance is an understanding of maintenance procedures at battalion level. The next step is to meet face to face with the forward support battalion (FSB) shop officer who supports his battalion. Again, before speaking with the shop officer, he should obtain and read a copy of the FSB's current external SOP. The FSB shop officer can remove much of the mystery surrounding third-level maintenance procedures.

The following is a selection of questions for the shop officer:

- May I have a tour of the facility, including small arms, communications, missile, vehicle shops, and parts warehouse?

- Describe the entire process, from beginning to end, how equipment is repaired and parts ordered (for example, an ordered Class IX part, M60 machinegun, AN/PRC-77 radio, HMMWV, and SU-36P Dragon sight).

- How are work orders opened and closed?

- What are some common reasons for rejecting equipment for repair from the FSB (vehicle undercarriage dirty, M60 bolt fouled with carbon)?

- How does the parts ordering process work at your level?

- What are the levels of priority at which different parts may be ordered?

Finally, the XO should get the shop officer's name, rank, and telephone number, along with those of the NCOs in charge of the small arms, communications, missile, parts warehouse, and vehicle shops. And, of course, he should leave his own name and number with these points of contact.

Aggressive maintenance begins at operator level, and the XO must do everything he can to ensure that as many problems as possible are identified and corrected at that level. Classes must be conducted regularly on the proper preventive maintenance checks and services (PMCS) for all the company's major pieces of equipment. For example, the armorer should conduct quarterly -10 level classes on PMCS for the M249 machinegun for all squad leaders and M249 gunners.

**Property Accountability.** The final element of maintenance procedures is property accountability. It is the XO's duty to protect company property, supervise property sign-out and return procedures, and ensure that company equipment is maintained and no property is lost.

The XO can ensure property accountability through a number of methods:

First, the initial change-of-command inventory and monthly 10-percent inventories must be conducted in great detail. Property must be neatly laid out, with hand-receipt holders present, technical

manuals (TMs) on hand for all equipment, and up-to-date shortage annexes. The missing components shown on the shortage annex should have document numbers of ordered parts listed next to them. The ten-percent inventories must be conducted to standard throughout the command.

Second, sub-component hand receipts must be used when any piece of equipment is signed out or returned. Sub-component hand receipts ensure that the user and the commodity area NCO know exactly what equipment and components are signed out. The supply sergeant must ensure that the hand-receipt holders update their receipts at least once a quarter. When equipment is returned, it is usually Class II and Class IX parts that are missing, not the major end items. Funds for Classes II and IX are strictly controlled, even for legitimate repairs, and it is fiscally irresponsible not to control accountability for parts.

Third, the XO must see that hand receipt holders place every piece of equipment, no matter how small or insignificant, under lock and key. Solid key control and physical security programs are vital in this area.

Fourth, if property is missing or cannot be accounted for, the loss must be reported immediately to the battalion S-4, the battalion XO, and the battalion commander. The company XO should never try to recover lost property through illegal means or to cover up a loss. It is in the best interests of both the XO and the company commander to report losses and use the current report-of-survey system.

### Administration

As in maintenance, the basis of any strong company administrative framework is a simple, workable, and well-understood SOP. This SOP should contain the following subjects, among others:

- Purpose, scope, and references.
- Flowchart diagram of incoming and outgoing information flow and who is responsible at each stage. This diagram should include the way a form requiring the commander's signature is submitted up the chain of command, signed by the commander, and returned to the soldier.
- Meetings—the conduct, length limi-

tation, attendees, and notification times.

- Awards—examples, concrete bullet comments, neatly written in black ink, submitted 60 days before PCS/ETS (permanent change of station/expiration term of service), logged by XO.

- DA Form 4187, *Request for Personnel Action*—examples, neatly written, and standards.

- Uniform Code of Military Justice (UCMJ)—examples, commander's guidance, several counseling statements, and concrete situations.

- Sample DA Form 285, *Accident Report*, with deadline for submission.

- Counseling—examples, company and battalion policies, and conducted at least once a month.

- Administrative tracking requirements for platoon leader and platoon sergeant (platoon and company Smart Books).

- Commodity area responsibilities during daily operations.

The entire purpose of the administrative SOP is to reduce the complexity of daily company operations and avoid misunderstandings, and it should be written to meet this purpose.

The XO needs many pieces of information to track administrative missions and to make sure they are accomplished—deadline report, parts ordering, field preparation, document numbers, and training resource coordination, and many others.

**Tracking Charts.** The following information tracking charts help the XO in the organization, management, and information relay of resource status and company missions:

- The Headquarters Platoon Chart is designed to control and focus the diverse missions and duties of the company headquarters. The chart should outline company priorities, goals, and specific missions for each commodity area.

- The Training Resource Coordination Chart is designed to track and plan logistical coordination through all classes of supply for training events.

- The Range Resource Matrix is used alongside the training resource coordination chart to assist in planning and coordinating range resources. The matrix is completed with all information dur-

ing company and battalion range weeks and then distributed throughout the company to help coordinate information.

- The Deployment Preparation Chart is used to help organize the many tasks a company needs to complete before a field training exercise or deployment. It establishes the time and tracks the completion time of each of the three rifle platoons and the headquarters platoon as it completes the various standard deployment tasks.

In addition to these charts, the back of DA Form 2406, *Materiel Condition Status Report*, is used to track daily non-mission capable status on company equipment.

### Training Resource Support

Many people, both inside and outside the battalion, control training event resources. The most important of these inside the battalion are the support platoon leader, medical platoon leader, communication platoon leader, headquarters and headquarters company XO, the battalion S-4, the S-3 Air, the ammunition/training area NCO, the S-3 operations NCO, and the BMT. The most common outside the battalion are the Stinger teams, engineer squads, and fire support teams.

Again, the first step in learning about external training resource support is to obtain, read, and understand the external SOPs that pertain to requesting and coordinating logistical resource support. A generic question list for each support provider includes the following:

- What is your mission (garrison and tactical)?

- What resources (soldiers, vehicles, equipment) do you have with which to provide support?

- How do you conduct battalion and company support operations in a tactical environment? How is a typical support mission for a light infantry company team planned and executed, and what are the criteria for its success?

- How do you request the different types of support (medical, vehicles, or Army aviation); what forms are necessary, who gets them, how early must they be submitted, and are there examples to be followed?

- What are the rules governing the storage, transportation, holding, and turn-in of Class V and Class V dunnage on this post (support platoon leader only)?

- How is support from the Training Support Center (TSC) conducted on this post (operations NCO only)?

- What support is available from external agencies on post, and how is it coordinated?

- Who are the leaders of the slice elements (engineers, military police, field artillery) from the task force attachments—name, rank, and phone number? How is support coordinated for these different attachments?

- What information about light infantry operations would help you provide better support?

- What are some common problems in support operations, and what are some techniques to help avoid them? How can you better support a light infantry company?

- Where and how can you be contacted?

It is crucial that the XO talk face to face with each person who provides support, asking these questions and any others that may occur to him and leaving his telephone number. The secrets to planning and executing challenging and realistic combat training are coordination, knowledge of the available support and the way support operations are conducted, and a full integration of all types of support.

### Deployment

The focus of all units in the continental United States, especially the XVIII Airborne Corps, is on rapid, effective, and combat ready deployment. To accomplish this vital mission, it is essential that the company plan, prepare, inspect, and maintain its equipment and personnel for the Division Ready Force One (DRF-1) mission.

**Planning and Preparation.** The foundation of all DRF-1 planning and preparation is a simple, complete, and well-understood SOP. The DRF-1 SOP is a combination SOP and Smart Book containing standardized procedures and essential deployment information; these

complement the company administrative Smart Book. The SOP should contain the following items, and many others as well.

- DRF-1 company mission statement.
- Company team task organization.
- Company and battalion N-hour sequences.
- Current manifest printout of all company team personnel.
- Match-up of drivers, vehicle commanders, vehicles, and their respective chalks.
- Updated alert roster, including slice attachments.
- Alert notification types, instructions, and procedures.
- Responsibilities of key leaders and commodity area NCOs during DRF-1 preparation and execution.
- DRF-1 preparation sequence by day (four-to-five-day sequence).
- DRF-1 summer and winter packing list.
- Standard vehicle and pallet loads and load plans.
- File folders for company team vehicles and pallets containing five copies of load plans, DD Form 1387-2, *Special Handling Data/Certification* on all hazardous cargo signed by Strategic Deployment School-qualified individual, blank joint inventory inspection sheets, and extra completed pallet load cards.
- Copies from the division readiness SOP on the following items: Personnel preparation, preparation for overseas replacement SOP, privately owned vehicle (POV) disposition forms and instructions, telephone cutoff plan, required briefing, and duffle-bag markings.
- SAEDA and threat briefing.
- Arms room consolidation procedures and plan.
- Rear detachment SOP, responsibilities, and roster.
- Family Support Group chain of concern and phone roster.
- Safety.

DRF-1 planning and preparation should begin at least 30 days before the deployment. The company commander should hold a planning meeting with the XO, first sergeant, platoon leaders, fire support officer, the platoon sergeant, training NCO, supply sergeant, and slice attachments (medical, air defense, en-

gineer and the like) to discuss unit status report data (weapon qualification, non-deployables, shortage MOSSs) preparation sequence, manifesting, and deadline equipment. In short, the intent of this meeting is to correct deficiencies.

A second meeting of the same participants should be held 14 days before the deployment to discuss these same topics and the progress that has been made in correcting deficiencies. The final meeting is held seven days later to correct any final problems, confirm coordination, and detail the procedures for the DRF-1 upload. The DRF-1 preparation sequence from the SOP will occupy the remaining four to five days. The upload covers the fine points of pallet loading times and details, vehicle joint inventories, wall-locker inventories and other DRF-1 activities.

An intimate knowledge of the division readiness SOP is also valuable in planning, preparing, and executing the DRF-1 sequence. This SOP describes the planning, preparation, execution, and redeployment of the division.

**Load Planning.** Load planning is one of the most crucial elements in assumption of responsibility as a DRF-1 unit. With a limited number of pallets and vehicles, decisions on what to take and what not to take can be difficult. The best rule is to plan for mid- to high-intensity conflict combat operations. This includes the vital aspect of NBC defense, which means the XO may overpack NBC items for a low-intensity conflict. It is still better to over-prepare. Another decision is whether to leave out an essential item used in daily operations (the armorer's tool kit, for example) or to pack it on a vehicle or pallet. The best rule for an 18-hour deployment sequence is, "If it isn't packed, it isn't going." The items packed and those staying behind must be carefully chosen so as not to shortchange operations in a future combat area or in garrison. Finally, all vehicles and pallets must be cross-loaded in case of vehicle loss or destruction.

**Immediate Reaction Company.** Each DRF-1 battalion has an immediate reaction company (IRC), the first unit to deploy. The IRC XO must be on top of all DRF-1 preparations and have the

company on its way in 18 hours. He must also be aware of any possible classified CONUS (continental United States) mission, post security mission, or other mission. The most important considerations for the IRC XO are to have an excellent notification system and a comprehensive company N-hour sequence to ensure that all tasks are accomplished. Finally, as in all military operations, a leader rehearsal should be conducted, followed by a full rehearsal of the N-hour sequence to ensure that the plan is feasible.

### Tactical Operations

Tactical operations present the greatest challenge to the XO. He must not only maintain and resupply the company, but also stay fully abreast of the tactical situation so he can assume command in the event the commander becomes a casualty.

**Second in Command.** The XO's role as second-in-command (2IC) is one of overall logistical planner and coordinator, responsible for overall company maintenance, and the tactical second-in-command. The placement of the XO during tactical operations is best decided by the XO and the commander; but he should be in a position from which he can control the secondary effort and effectively replace the commander if the need arises.

Although the importance of his 2IC role seems self-evident, too many XOs become overly involved in the execution of logistical operations, which detracts from their ability to assume command. In brief, the XO *plans and coordinates* logistical and maintenance operations, and the company headquarters platoon *executes* the plan.

**Troop-Leading Procedures.** The XO must be a driving force in the company orders process. The first step is the battalion warning and operations orders. Upon receipt of the warning order—usually given by radio—the XO begins to plan and coordinate the logistical, resupply, and maintenance operations the company will need to refit and prepare for the next mission. To allow as much time as possible for logistical operations, the XO must anticipate, as much as possible, the current and future needs of the

company.

The XO needs to attend the battalion operations order with the company commander, if at all possible, to coordinate face to face with logistical coordinators (battalion XO and S-4) and the slice attachments, and to hear the battalion operations order first-hand, including the commander's intent. Once he has heard the order, he is better able to help the commander in the estimate process, war-game courses of action, and understand the entire concept and execution of the mission. Because of mission constraints, however, the XO may be commanding the company in the commander's absence and be unable to attend the battalion order. But he must immerse himself in the orders process so he can competently and confidently command the company.

**Air Assault Operations.** Air assault operations present the company XO with special challenges. An air assault must be planned, coordinated, and rehearsed like any other combat operation. In the planning process, two crucial meetings—the air mission coordination (AMC) meeting and the air mission brief (AMB)—determine the airflow, landing and pick-up times, and pickup zone (PZ) and landing zone (LZ) locations.

The AMC meeting is part of the aviation-infantry estimate process in which courses of action are discussed and fitted to the restrictions of the aviation element (number of aircraft flying, crew rest, ADA threat) and of the infantry (ground tactical plan). It is a working meeting that includes the aviation LNO, the battalion S-3 Air, and the lead pilots.

The AMB is presented in an operations order format. The format should be standardized at brigade level and mutually agreed upon by all members of the brigade task force. At the AMB meeting, the XO receives pick-up and landing times; PZ and LZ locations; lift, serial, and chalk places for his personnel; and an overview of the way the air assault fits into the ground tactical plan.

After the AMB, the XO must ensure that his company's ground tactical plan will fit into the air assault plan. This briefing is the final product of hours and hours of coordination between the aviation and infantry battalion staffs, and only

mission-stopping problems should change it. If the airflow needs to be changed to support the ground tactical plan, he should try to do it—realizing, however, that changing one company's part of the air assault affects the entire task force, especially on multiple-lift missions using the same aircraft.

The company XO needs to know the lift capabilities of all aircraft in terms of personnel and slingload—especially the UH-60A Black Hawk and the CH-47D Chinook, the most commonly used. PZ and LZ selection and marking (day and night), landing formations, light and heavy PZ and LZ control, and slingload operations, especially HMMWVs (high-mobility multipurpose wheeled vehicles), must be second nature if he is to keep up with the fast pace of air assault operations.

Pre-combat checks are required on all air items—A-22 bags, sling nets, and vehicles—so that the company can be resupplied by air. The Air Assault School Handbook is a required source in planning, especially for heavy PZs when vehicle preparation checklists and link counts must be checked and double-checked to ensure the safety of aircraft, personnel, and equipment.

The XO must also use a simple, well-understood, and comprehensive company AMB format so he can quickly, concisely, and thoroughly brief his company on the operation. A vital part of the AMB is the bump plan, the process used when one or more aircraft fail to show up at the PZ. Aircraft usually bump from the rear, so the company bump plan must either place nonessential personnel on the last aircraft or have a designated chalk that will step out of line and allow an essential chalk to move up.

**Field Maintenance.** Proper maintenance procedures may be more vital in a tactical environment than in garrison. Regardless of the mission, maintenance must be deliberate, planned, and leader supervised and inspected each day. Regular maintenance to standards on all company equipment will ensure that a company is ready to fight. Leaders must stipulate that DA Forms 2404, equipment technical manuals (TMs), and cleaning supplies are to be brought to the field.

Soldiers and leaders must conduct at least one PMCS check daily on each piece of equipment, strictly following the TM. The company headquarters must also conduct daily or twice-daily maintenance on its equipment, especially vehicles. The company headquarters also pushes maintenance support to the platoons in their assembly areas or during consolidation and reorganization to spot-check maintenance, provide -20-level support, and evacuate equipment that cannot be repaired to support maintenance. Maintenance is a leader activity, and leaders are responsible for checking maintenance procedures.

The company headquarters platoon must have a comprehensive and detailed field SOP on logistical and resupply operations. This SOP should contain at least the areas shown in Table 4. This may seem like an extremely exhaustive list of subjects for an SOP, but tactical logistical and maintenance operations must be

#### HEADQUARTERS PLATOON FIELD SOP AREAS

- Section collection tasks.
- Company trains organization.
- Assembly area procedures.
- Reconnaissance and quartering party operations.
- Company trains setup and operations.
- Tactical road march.
- Prepare for combat.
- Field preparation checklist.
- Consolidate and reorganize.
- Logistical and resupply procedures.
- Process enemy prisoners of war (EPWs) and captured equipment.
- Personnel actions.
- Defense.
- NBC operations.
- Company trains battle drills.
- Stand-to procedures.
- Sample individual and section sector sketches.
- Reports.
- Vehicle and pallet load plans.
- Safety.
- DRF-1 summer and winter packing lists.
- Anti-fratricide measures.
- Air assault operations with sling-load excerpts from the Air Assault School Handbook.
- Blank air mission brief (AMB) format.
- Blank warning order and operations order formats.
- Blank situation tracking charts.

Table 4

as nearly perfect as possible so the company can get the best possible support. The purpose of this SOP is to provide a detailed guideline for the way the headquarters platoon operates in the field. Combined with common sense, considerations of METT-T (mission, enemy, terrain, troops, and time), and current Army doctrine, this SOP details the way the company trains will operate in the field.

**Resupply.** In addition to the field SOP, logistical resupply packages (LOGPACs) should be established within the company or the battalion to ease the burdensome and unsecured transmission of resupply requests. These various LOGPAC requests encompass the areas of sustainment, communications, NBC, blank and live ammunition, maintenance items, Class IV, demolition, and other support items.

For example, the daily sustainment of a company in the field becomes a sustainment LOGPAC. All the items in that LOGPAC are brought daily at the established quantities, unless otherwise noted. A sample sustainment LOGPAC is shown in Table 5. To change the quantities, the requestor calls the line and letter combination and then the change, plus or minus. For example, he would order 130 T-Rations, "LINE AE, PLUS 10, TANGO." The LOGPAC format allows resupply packages to be standardized but flexible; it vastly shortens the transmission time for resupply requests; and it is secure on unsecured nets, so long as the LOGPAC format has not been compromised.

The combination of the field and LOGPAC SOPs allows the headquarters platoon to be effective, efficient, and tactically precise. It enables the XO to focus his efforts on planning and coordinating, and on assisting the commander in tactical operations. The headquarters platoon is responsible for all company resupply operations, and it is vital that its soldiers practice and fully understand the importance of their mission.

There are various methods of resupply, but the primary criteria for the selection of a method are: It allows the necessary amounts of supplies to be moved forward safely, gives the using unit time to distribute and absorb the supplies, and does

LOGPAC #1—SUSTAINMENT

LINE	QTY	ITEM
LINE AA	10	AN/PRC-77 Batteries
LINE AB	12	AN/PRC-126 Batteries
LINE AC	02	SLUGGER Batteries
LINE AD	50	"AA" and Lithium NOD Battery Mix
LINE AE	120	MREs (M) or T-RATS(T) or A-RATS(A)
LINE AF	10	Trash Bags
LINE AG	15	First Aid Bandages
LINE AH	12	Sets of Pioneer Tools (Axe, Shovel, Pick)
LINE AI	01	55-gallon Blivet of Water
LINE AJ	20	Bottles of Iodine Water
LINE AK	15	Infrared (IR) Chemlights
LINE AL	20	Green Chemlights
LINE AM	10	Red Chemlights
LINE AN	01	Roll 100-mph Tape
LINE AO	30	Feet 550 Cord

Table 5

not place the resupply assets at unnecessary risk.

The following are the four primary resupply techniques:

- The *in-position* technique is used when enemy contact is imminent. Supplies are pushed by the company trains directly to the platoons. This technique is very time-consuming, but it allows combat power to remain forward.

- The *out-of-position* technique, most often used in the defense, is used when enemy contact is unlikely. A supply point is established close to all platoon positions. Squads are rotated out of platoon positions to covered and concealed resupply points and then back on line. This is the preferred method, because it is timely, it keeps a significant amount of combat power forward, and the company resupply point is removed from likely enemy contact.

- The *aerial resupply* technique is used during the pursuit and when a large number of aircraft are available. Rations, water, ammunition, and other necessary supplies are sling-loaded with A-22 bags or cargo nets, or kicked out of a helicopter. This technique allows limited backhaul. All aerial resupply equipment must be returned immediately and complete for further aerial resupply operations.

- The *cache or pre-position* technique is used when none of the others will work. Cache sites are established away from natural lines of drift, below ground, away from civilians, and away from known enemy locations. Caches are useful in the pursuit when contact with the enemy must be maintained and speed is

essential. Cache sites are given an azimuth and a distance from at least two known points. Ground positioning system grids are used, if possible.

**Casualty Collection Point.** The XO, along with the company first sergeant, is responsible for establishing a company casualty collection point (CCP). The CCP is established in a covered and concealed position 100 to 200 meters from a suitable LZ/PZ, marked (day and night) according to company SOP, in a location every man knows, and with local security provided. The CCP can be marked with strips of engineer tape during the day, or with one-quarter of a VS-17 panel. At night, red chemlights, infrared chemlights, and an infrared strobe can be used.

The company's senior medic is responsible for establishing and operating the CCP. The senior medic and the platoon medics conduct an initial assessment and then group the casualties by severity of wounds—*litter urgent*, *litter priority*, and *walking wounded* categories—and they are evacuated in priority order. Security is provided initially by four men, and they are replaced by walking wounded. The MEDEVAC plan must be rehearsed so that problems can be worked out and all soldiers understand the importance of quick, efficient MEDEVAC.

**Enemy Prisoner-of-War (EPW) Procedures.** The company headquarters platoon establishes a company EPW cage with the two rolls of concertina wire it carries on each vehicle, or in another secure location. If the company headquarters is not forward, a platoon is detailed



to establish the cage under the XO's supervision. The XO is also responsible for the cage's placement and for coordinating the pickup of the EPWs. Although the company cage is only a temporary holding area, it still must provide some shelter, food, water, a trash point, and a latrine.

At least four guards are necessary, and they are provided by the capturing platoons. It is important that EPWs be handled according to the Geneva conventions and the Law of Land Warfare. It is also important not to put local civilians or displaced citizens in with the EPWs but to turn them over to civil affairs teams—unless they are suspected of supporting enemy activity.

All EPWs are searched, and their equipment is taken from them. Once a search has been completed, certain items are returned—personal protection items (helmets, flak vests, protective masks), personal letters and effects, and inclement weather gear. All other gear is tagged with EPW document tags. If no tags are available, the following information must be provided: location where the gear was found, name and rank of the person it was found on (if known), and the suspected use of the equipment. EPWs are processed according to company and battalion SOPs. The capture of EPWs must be reported immediately to the battalion S-2 so that interrogation can begin.

**Safety.** Safety is always an area of concern for the XO, both in garrison and during tactical operations. He needs safety indicators for all operations, from post guard to limited visibility live fire operations. Some safety prevention measures are easy—ensuring that soldiers have and wear the proper equipment, that the correct amount of water is available, and that a safety briefing is conducted before a range or movement. Other safety measures are not so easy: Are the platoons trained enough for a limited-visibility live fire, and is the commander incorporating enough safety measures into his plan? The XO needs to act as an advocate for the commander in ensuring that all possible safety measures are taken. In addition, the XO conducts a risk assessment for all training. Safety is not the unnecessary coddling of soldiers, but the intelligent prevention of accidents. Accidents waste combat power, and the XO must do everything possible to prevent them.

The challenges of operating the company headquarters, maintenance, administration, and tactical operations are ever-present and ever-changing for the company executive officer. He must always maintain the focus of the second-in-command and not place too much attention on any one area. He must supervise and monitor all areas of the company. He must continue to learn about his job, communicating and sharing with other company XOs. Continuing profes-

sional development as an infantry officer goes hand-in-hand with his continuing improvement as an XO. The techniques and methods discussed here are not authoritative dogma but a guide to help the XO do his job in an air assault infantry rifle company. A company that can maintain, administer, and logistically support itself is also a company that can fight and win on the battlefield.

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*EDITOR'S NOTE: Lieutenant Storlie has compiled a packet of detailed materials that could not be included in the article. The packet includes duty descriptions and standards of conduct for the members of the headquarters platoon; a contents page from the company Smart Book; examples and descriptions of tracking charts; sample vehicle and pallet load plans; a company CCP layout, and recommended procedures for handling EPWs.*

*This packet is available at no charge upon request from Editor, INFANTRY, P.O. Box 2005, Fort Benning, GA 31905-0605.*

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# Developing OPFOR Soldiers

**CAPTAIN GEOFFREY N. BLAKE  
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The success of the 1st Battalion, 509th Infantry (Airborne)—the opposing force (OPFOR) unit at the Joint Readiness Training Center (JRTC)—lies in its ability to focus on the tenets of fighting and

to identify and exploit any shortcomings in the rotation unit's battlefield operating systems.

The OPFOR battalion is made up of two rifle companies, one cavalry troop,

and a headquarters company. Each of the rifle companies breaks down into three rifle platoons, a mortar section, and a headquarters section. The cavalry troop operates in four tank platoons with a